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## A DIRECTORY OF COLLEGE AND UNIVERSITY PERSONNEL

EXTRACTS FROM A REPORT TO THE AMERICAN COUNCIL ON EDUCATION.—A Division of College and University Personnel should be in effect a personnel index of college and university and certain normal school teaching staffs, classified in several different ways and presenting a fairly complete record of facts respecting the training, experience, publications, and general educational contributions of the persons listed.

*"Usefulness to College and University Executives.*—It is to be expected that the largest usefulness of the Division will lie in providing the names of eligible teachers and a certain limited body of information concerning them, to those college executives and administrators who may be seeking teachers for present or future vacancies in their staffs. Such a service, it might be expected, could be performed with reasonable despatch and accuracy. Executives should not expect from the Division the service usually afforded by the commercial teachers' agency, including testimonials, photographs, or references, nor should they look for any of the advantages which a personal interview may bring. If the Council contemplates the establishment of a teachers' agency with a national field, it should either abandon the idea or reframe it upon a different basis. The information on file for consultation by the executive should be objective, consisting only of the known and unassailable facts; selective rather than full, as regards the individual case; and abundant rather than selective, when the range and size of the field are considered. For the present it is preferable that executives should consult the data at the offices of the Council, but provision will be made for service by correspondence. The Council through the Director should, at the outset, make clear three general principles: First, that since the information which it collects is secured from individual teachers, the Council can assume no responsibility for accuracy of fact as received; secondly, that the Council cannot undertake to vouch for the desirability or availability of a registrant for any particular position; and, thirdly, that the Division cannot undertake to guarantee or even to recommend the placement of any registrant. All the

Council can hope to do is to lay before an executive a body of facts from which the executive and he alone can draw his own inferences and after such subsequent investigation or inquiry as he may see fit to expend can make such selection as he may wish. The Division can be reasonably accurate in its information as collected, but it must be impartial and strictly detached in its nominations. Thus, whereas at present the college president has in general three sources of supply for his teaching personnel, namely, his own and his colleagues' knowledge of the field, the recommendations of graduate schools and academic appointment bureaus, and the nominations of commercial teachers' agencies, with the Division in operation he will have access to one general index of data which, though it might not displace any one of these three sources, will nevertheless offer a centralized and standardized point of departure.

*"Usefulness to Teacher-Registrants.*—Though the chief advantages of the Division will undoubtedly be reaped by the college executive, it will certainly offer a large advantage to the teacher-registrant. He will place his name on file at a central point where his experience and attainments will be more or less constantly brought to the attention of persons seeking teachers and where executives will come to gather data on which to base decisions affecting the personnel of their teaching staffs. The teacher who does not contemplate a change or thinks himself too satisfactorily situated ever to desire a change should be brought to recognize the possibilities of the Division just as clearly as the younger man or woman, or the instructor who feels himself a social or vocational misfit. The man or woman outside the teaching profession who might wish to enter it would find assistance to that end through registration. Information as regards a *locum tenens* during a sabbatical absence might be gained through the Division. The effect then will be rather that of the opportunity seeking the man than the man the opportunity. Manifestly it would become the personal duty of every teacher, man or woman, when requested, to respond promptly with full and accurate information.

*"Relation to College Appointment Bureaus.*—With the non-commercial academic appointment bureaus like those at Harvard, Yale, Chicago, California, Columbia, and other institutions, it should be the policy of the Division to maintain the most willing and friendly co-operation possible within the limits of the project. Much of the

work of these bureaus is concerned with recent graduates who might for one reason or another (grade of teaching, rank) be ineligible for registration in the Division; but in so far as the general policy of the Council will permit, such bureaus, if and when they so desire, should be granted privileges as similar as practicable to those enjoyed by the executives of their respective institutions.

*"Relation to Commercial Agencies.*—In no sense should the Division compete or throw itself open to the charge of competing with commercial teachers' agencies. It would be undesirable for the Division to include in its files information about teachers volunteered by commercial teachers' agencies or to nominate to them possible candidates for vacant posts.

*"Public and Private Bureaus.*—To such organizations as the U. S. Bureau of Education or the National Research Council, the fullest possible co-operation should be accorded. Indeed it should be an early positive policy of the Division to establish with them harmonious and friendly relations.

*"Confidential Nature of Records.*—The Council should recognize that the records of the Division of Personnel will be in every sense confidential and that unauthorized persons should under no circumstances have access to them. Any of the files of addresses alone when complete will have a rather large monetary value to many business houses. In view of this fact the Council should never contemplate for any reason a disposition of the files which would subject their contents to commercial access.

*"Fees and Support.*—It is believed that the purposes of the Division cannot be fulfilled if registrants are charged a fee, however small, for the privilege of registration. Such a fee would seem to justify itself only on the ground that it would help defray the costs of maintenance. It would not exclude undesirable registrants—indeed, the Council should not attempt to differentiate between desirable and undesirable registrants; it would tend to imply an obligation upon the Council; it would deter a good many desirable teachers from registering because the benefits of the Division for them have yet to be proved; and it would materially decrease, perhaps by 50 per cent, the number of teachers whose names should by every test be included in the files.

"If and when a monthly bulletin service for teachers should be in-

augurated, it should be so planned that it can be supplied in mimeographed or multigraphed form for \$5 per year per subject. A fee of \$2 per individual would be so low as not to bring in a just and adequate return for the information supplied. A teacher in search of another position would gladly pay \$5 for bulletin service. Executives of graduate schools and others seeking to place new teachers would find a fee of \$5 not excessive; indeed, it would probably be paid from the funds of the institution. The most important period of the year for such a bulletin service would undoubtedly run from March 1 to September 15.

"*Publicity.*—By October 1, 1922, the Division should have begun an active and aggressive campaign of publicity, which should be carried on through publications of the constituent and associate bodies or professional periodicals, through addresses at meetings, and through brief notices in newspapers. It is anticipated that as soon as this campaign is well started the volume of correspondence—itsself a very powerful means of publicity—will increase rapidly.

"Articles in the *EDUCATIONAL RECORD* and in publications of member bodies (*Bulletin of the American Association of University Professors*, Secretary's page of the *Publications of the Modern Language Association of America*) and such journals as *School and Society*, should be brief, informative, and not too sanguine. Where possible they should be written by special contributors; members of the Advisory Committee might find opportunity for such work. Whenever practicable such articles should be submitted in manuscript or proof to the Director or to someone actively in touch with the policies and work of the Division, in order to forestall, if possible, promising more than the Division can fulfill.

"Special arrangements should be made with the officers or committees in charge of meetings of affiliated associations, both general and local, to secure oral presentation of the aims of the Division. The delivery of an address at such a meeting should not be regarded as sufficient; the full value of oral publicity of this sort can be gained only through discussion by members present. Discussion, furthermore, may yield at times suggestions of some value to the Director and to the Division.

"It should be the policy of the Council to issue to newspapers no statements except through the Director or his authorized representative. . . .

*"Equipment and Staff.*—The means whereby the Division would fulfill its functions would be certain files (Preliminary, Pending, Alphabetical, Data, Personnel, Confidential, and Correspondence), a competent office staff, and office rooms.

*"Filing Systems.*—The files of the Division should be as follows:

*"Preliminary File.*—The Preliminary File is made from the names, titles, and addresses which are listed in college and university directories, and provides cards for the Pending and Alphabetical File. It makes possible a working census on which to base the circularizing to be done by the Division. Cards are 3 by 5 inches, unruled, two colors, white (men) and blue (women). Classification is by institutions. The cards should bear last name, first name, initials, title, address, one date on left-hand third (date of making). The number of cards in the Preliminary File at one time will probably not exceed twenty thousand.

*"Pending File.*—The Pending File is made by transfer from the Preliminary File and contains the names of persons to whom the Information Circular, with data blank, has been sent. Classification is by institutions. As an institution is circularized the cards are lifted, with guides, from the Preliminary File, dated on the middle third of the card with the date of despatch of the Information Circular, and placed in the Pending File. The number of cards in the Pending File at any one time will probably not exceed ten thousand.

"The Pending File may at any time, without resorting or subdividing, be used for follow-up. The date of the second circularization should be stamped under the date of initial circularization in the middle third of the card.

*"Alphabetical File.*—The Alphabetical File contains those cards transferred from the Pending File whose subjects have sent in the data blank and cards made to index data gathered from the files of the National Research Council. When cards are placed in the Alphabetical File a third (or fourth) date (date of filing) is added in the right-hand third of the card, and the card is index-numbered. The Alphabetical File thus provides an index to the Personnel File.

*"Data File.*—Blanks filled out by registrants and received from them are deposited in the Data File for reference and record. The Data File is alphabetical. Hence circulars should be of such a size and form as to fit into a standard container.

*"Personnel File*—The cards are 5 by 8 inches, two colors, white (men) and blue (women). These cards bear along the top numbers from one to fifteen or more for tab indexing. They summarize in easily accessible form information received from registrants who return the circular filled out or from the files of the National Research Council and similar bodies. Classification is by occupations (subjects professed by registrants), if desired to the extent of primary and secondary. Spaces on personnel card should be governed by material collected and desired for reference. Tabs involve not more than six colors.

*"Confidential File*.—An alphabetical jacket correspondence file contains correspondence, memoranda, etc., of a confidential nature relating to registered personnel. The policy of the Division should be to collect as little of this material as possible, but it seems inevitable that some should be received. The number of jackets should not exceed one thousand.

*"Correspondence File*.—The Correspondence File is an alphabetical jacket file of non-confidential nature containing the correspondence of the Division indexed by persons. All correspondence indexed by subject should be placed in the general correspondence files of the Director's office. The estimated number of jackets is not over two thousand. Cross reference is had by red slips to the Confidential File.

*"Information Circular*.—To each teacher whose name appears in the Preliminary File of the Division should be sent a four-page circular, 8½ by 11 inches, folded, the first two pages of which bear a statement of the aims and objectives of the Division persuasively set forth, and the last two pages of which constitute a blank to be filled out by the registrant. The Advisory Committee has agreed that the data to be collected should be as follows:

1. Name, address, date and place of birth, married or single, size of family or number of dependents, religious affiliations.
2. Institution to which attached, subject taught, present position, maximum and minimum limits of salary for rank now held. (Each registrant should be encouraged to state his salary but no premium should be placed on such a statement. Indeed it would be possible to secure in many cases salary ranges from information on file in the Council's offices.)

- 3. Education and degrees, with dates.
- 4. Experience, including a statement of academic positions held and dates of incumbency.
- 5. Principal publications, and membership in literary and scientific societies.
- 6. Foreign travel or residence, with countries.
- 7. Occupations in which the registrant has been engaged other than those of teaching, with dates.

(Form of Data Blank)<sup>1</sup>

AMERICAN COUNCIL ON EDUCATION  
DIVISION OF COLLEGE AND UNIVERSITY PERSONNEL  
WASHINGTON, D. C.

Data Blank

It is important that your information should be full and complete. The filling in of spaces marked with a star (\*) is optional, but the work of the Council will be facilitated if you give the information. Answers may be typed or written in very legible long hand. Please use the other side of the blank for additional data. It is very desirable that you should send to the Division of College and University Personnel all changes respecting your professional record as they occur. The blank, filled out, should be mailed without delay to the address at the top of this sheet.

Name.....	Institution.....
Rank or Title (in full).....	
Your permanent mailing address.....	
Date of birth.....	Place of birth.....
Married or single.....	Size of Family.....
Religious preference.....	*Salary.....
Degrees in course, with institutions and dates.....	
	Honorary degrees.....
Subject or subjects now taught.....	
Have you traveled abroad?.....	In what countries?.....
	For how long?.....
Have you lived abroad?.....	In what countries?.....
	For how long?.....
Teaching experience previous to your present position, with dates.....	
Principal publications (books and monographs)	Learned Societies, Honorary Societies
.....	.....
.....	.....

<sup>1</sup> Provisional.



Positions held other than teaching positions, with length of service.....  
 .....  
 .....

If you have carried any of the entries over to the other side of this sheet, or if you have given any information on the other side, please place a check mark in this square ☐.

"The cards of the Personnel File should be classified on the basis of occupation, that is, each subject taught in the colleges and universities of the country should have an index-guide. This classification is recommended because it is anticipated that most of the calls for information with respect to registrants will be so phrased as to turn upon this classification. An alphabetical index to persons whose cards appear in the Personnel File will be available in the Alphabetical File.

"Detailed classification of entries should be secured by means of tabs of different colors affixed to the upper line of numbers on the personnel card (see page 47).

"1. *Address.*—Geographical section of the country may be indicated by one of five colors; eastern, red; central, white; southern, blue; middle western, green; and far western, yellow.

"2. *Date of Birth.*—The date of birth of a registrant may be approximated by classification in one of six classes. For instance a registrant whose birth occurred before 1870 may be indicated by a red tab; after 1871 and before 1880, white; after 1881 and before 1890, blue; after 1891 and before 1895, green; after 1896 and before 1900, yellow; after 1901 and before 1905, black. As time advances further classifications can be added. For instance, 1910, purple; etc.

"3. *Place of Birth.*—Place of birth of registrant may be indicated as follows: No tab, the United States; British Empire, red; France, blue; Germany or the German Empire, white; miscellaneous foreign birth, black. It is not thought that a classification into further than five divisions is either needful or desirable.

"4. *Married or Single.*—Classification under this heading may be effected as follows: Single, without family, no tab; single and family, red; married, no family, white; married and family, blue; divorced, green. It is impracticable to indicate number of dependents by tabs.

"5. *Religious Affiliations*.—The religious affiliation or preference of a registrant may be indicated as follows: None expressed, no tab; Protestant, red; Catholic, white. Sub-divisions of Protestant faiths might, if desired, be indicated as follows: Episcopal, blue; Baptist, green; Christian Scientist, yellow; Methodist, black. It is not recommended that the classification of this heading be extended further than the first three affiliations indicated in this paragraph.

"6. *Faculty Rank*.—Faculty rank of registrants may be indicated as follows: Instructor, no tab; Assistant Professor, red; Associate Professor, when the grade is not equivalent to that of an Assistant Professor, white; Full Professor, blue; Professor with administrative functions, green; administrative functions only, no teaching, yellow.

"7. *Salary*.—Indication of salary should be made by salary ranges, as follows: Up to \$2,000, no tab; \$2,001 to \$2,500, red; \$2,501 to \$3,000, white; \$3,001 to \$4,000, blue; \$4,001 to \$5,000, green; \$5,001 and over, yellow. The card should provide an indication whether the amount of salary indicated has been given or inferred from salary ranges (G and R).

"8. *Education and Degrees in Course*.—The education and degrees of registrants may be indicated as follows: The first degree in arts, science, or philosophy (A.B., B.S., Ph.B., etc.), no tab; second degree in arts, science, or philosophy, (A.M., M.S., etc.) red; a third degree in arts, science, and philosophy (Ph.D., S.D., etc.), white; Doctor of Medicine, blue; Dental degrees, green; Veterinary degrees, yellow.

"9. *Honorary Degrees*.—Honorary degrees of registrants may be indicated for A.M., red; for LL.D., white; for Litt.D., blue; for D.D., green; for D.C.L., yellow, etc.

"*Recency of last degree in course*. Recency of last degree received by the registrant in course should not be indicated because in a normal case it has no significance beyond that attached to age, and because it might easily work an injustice to a registrant whose training had been completed rather late.

"*Teaching Experience*.—It is felt that no attempt should be made to indicate by tabbing the teaching experience of a registrant. It would be possible to devise without difficulty a series of limits and tabs similar to those laid down in sections (2) and (8) above, but it is believed that as soon as a classification is attempted it will involve at once questions of judgment. Decisions in such cases imply dis-

crimination, and as soon as discrimination enters, some registrant is certain to receive the impression that it is being practiced against himself or herself. For these reasons no classification at this point is recommended.

*"Publications and Societies.*—Observations similar to those set down above as applicable to experience are also applicable to the principal publications and membership in literary and learned societies as indicated by the applicant. Both of these sets of information are available on the cards as filed and for this reason it is judged inexpedient to attempt to indicate their extent because such indication will involve what is, to all intents, a rating of registrants.

"10. *Foreign Travel.*—Foreign travel and residence of registrants may be indicated as follows: No foreign travel, no tab; foreign travel without residence (less than one year abroad consecutively), red; foreign residence, white; foreign study and degree, blue. This classification will undoubtedly be of service to administrators who may be seeking teachers for foreign languages and especially for classes conducted by the direct method. It may also be of service whenever information is desired with respect to possible candidates for European exchange.

"11. *Other Occupations.*—Extended classification as regards occupations other than teaching is not deemed desirable. It would be well, however, to make the following provisions: No other occupational experience, no tab; business experience, red; practice of other profession than teaching, like medicine, veterinary medicine, dentistry, or law, even while engaged in academic or professional instruction, white; U. S. Army or Navy, blue; war service, green.

"12. *Desire for Change.*—If a registrant indicates at any time that an immediate change of position is desired it would be possible to indicate the fact by a red tab. . . .

"It is probable that so complete a classification as has been indicated in the preceding paragraphs will be felt to be unnecessary. In such a case any or all of the tabs might be omitted, but it should be borne in mind that if omissions are made, corresponding bases of selection and classification, together with some of the speed and completeness of the file, must of necessity be sacrificed. It has seemed better to provide an elaborate system of tabbing, which might be cut down or modified, than a brief system, which might prove

defective and require to be built up to meet the needs of the Division. . . .

*"Use of Files.*—A college executive or administrator who contemplates calling upon the Division for nominations should be encouraged to notify the Director in advance of his intended visit. If time serves, requisition blanks should be despatched to him which he should fill out and return to reach the Division at least forty-eight hours before his visit. Nothing in this project precludes pulling a card immediately upon request by an executive, but it should be borne in mind that the best results can be obtained only if requisitions are standardized to conform to the classifications of the files. It should be the care of the Director to see that the administrator understands these facts and that he complies with the requirements of the records.

"The Director upon receipt of the requisition slip turns it over to the chief clerk who either pulls cards for nominations as requested or delivers it to a clerk who performs the function. The person who pulls the card should write on the back of the requisition blank the names of the registrants nominated. The blank and the cards fulfilling the qualifications of the requisition are then either placed at one side to await the arrival of the executive or they are turned over immediately to him. In the place from which each card is pulled there is inserted an "out" card of the same size, red, which may bear a  $\frac{1}{8}$  cut tab at the top and upon which is written the name of the registrant and the date of pulling. The out card should be removed when the personnel card is returned.

"If a consultant should wish to ascertain the record of a particular registrant the clerk will consult the Alphabetical File, observe upon the registrant's alphabetical card the index number, translate the index number into terms of subject classification of the Personnel File, and finally consult the personnel card of the registrant.

"It is not deemed expedient or desirable that records should be kept of the number of times a registrant's name is placed before consultants. Such a record might conceivably prejudice, however unconsciously, the consultant.

"Besides the routine uses of the Personnel File indicated above, it would be possible to gather from it statistics concerning the teaching profession in the United States from many points of view. In-

deed it is anticipated that as the file nears and attains completion it will become one of the most valuable depositaries of statistical fact in the United States.

*"Keeping Data Recent.*—On August first of each year a request should be despatched by the Director to Secretaries or Presidents of institutions already circularized (the list can be obtained from the guides laid aside when the Alphabetical File was made) requesting data as to changes in officers and teachers of the institutions since the last publication on which the record has been based. These requests may be multigraphed but it is not believed that for the first year a personal typewritten letter to each administrator or executive would place undue burden upon the office force. As the size of the Personnel File increases and the number of institutions from which data have been gathered grows larger, recourse must be had to the multigraph or to print. . . .

*"Expansion and Increases of Activities.*—As time goes on it will probably be found that the activities of the Division will increase in proportion to the success of its operation and its usefulness of the service which it performs. One of the first expansions should be the inclusion in the records of persons below the rank of instructor (assistant, lecturer, demonstrator, etc.).

"A second field of activity might be found in the issuance of a bulletin service for teachers. Such a bulletin service should have as its object the announcement, in monthly numbers from March 1st to September 1st and at whatever other periods of the year seemed desirable, of vacancies in staffs of institutions in the country. This announcement would in effect introduce into the United States a system of applications for positions similar to that which obtains in Canada. To the teacher seeking a position or the person outside the profession who wishes to enter it, such a service would prove invaluable. Chairmen or professors in departments seeking to place recent university graduates might be among the most eager users of the bulletin. It is believed also that the academic appointment bureaus would find these bulletins a valuable periodical survey of the field.

"A bulletin service for executives would present a larger and more costly undertaking. It would be possible to publish quarterly or in October, January, April, May, and June, a series of bulletins for

executives and others which might tentatively survey the available supply of teachers by subjects. This service would unquestionably have to be printed. Before such a service is announced or even projected, methods and policy should be most carefully studied.

"The preparation and publication of statistics would present opportunities for service which the Council could scarcely afford to neglect. Though it is not believed desirable during the first three years to undertake statistical publications or even statistical studies, nevertheless at the end of that period a survey should be considered. In connection with such a survey, the Council might find it advisable to substitute for the present proposed tab classification system a punch-card system. At any rate it is possible that by the time the Council is ready to install or even to consider the installation of a system of this nature, new devices of this sort will have been perfected.

"It is believed that the Council at all times should avoid any classification or function which would savor of rating registrants. Undoubtedly pressure of one sort and another will be brought to bear upon the Division to bring a rating system into operation, but it is believed that the Council will find it expedient to avoid the controversies and difficulties to which the introduction of such a system would inevitably lead.

"*Conclusions.*—The establishment of a Division of College and University Personnel in the American Council on Education promises such advantages to administrators, teachers, educational foundations and organizations, the Federal and State agencies for education, and all persons or bodies seeking information, nominations, and statistics concerning academic education in the United States that no time should be lost in constituting it. The Director should be charged with the duty of establishing and operating the office of the Division as soon as practicable after the acceptance or modification of the present project, or the acceptance of some other project which has satisfactory purposes and aims."

HOWARD J. SAVAGE, in the *Educational Record*.